

# PROGRAM-SPECIFIC COMPETENCIES - MASTER OF BUSINESS ADMINISTRATION

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Competencies are the skills, knowledge and attributes gained through every work, educational, volunteer and life experience.

UVic students in the [MBA](#) program develop the following program-specific competencies. We worked with the Peter B. Gustavson School of Business to develop this document.

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## IMPROVING BUSINESS OPERATIONS

**Demonstrates the ability and motivation to generate recurring profits, increase the value of a business' assets and secure the income and value of the business**

- + Understands and applies concepts of capacity, workflow planning, purchasing and materials, technology planning and demand management
- + Uses business tools, including service design models, in an operational environment
- + Demonstrates an understanding of quality management and control in making decisions
- + Applies tools available for decision-making under uncertainty, process design and analysis
- + Demonstrates ability to help clients assess the challenges and opportunities of their business situations and develop strategies for improvement
- + Understands the integrative nature of management and takes a leadership role in guiding the formulation, development and implementation of the strategic direction of the firm

## LEADING AND INFLUENCING OTHERS

**Motivates others to achieve common business goals in a formal or informal business capacity**

- + Uses concrete examples, data, case histories and other tools to influence decision-making
- + Takes a leadership role in building consensus and understanding amongst internal and/or external stakeholders
- + Takes initiative to direct others, when needed, to accomplish common goals
- + Understands how to manage employees in organizations, using effective strategies and methods

## MANAGING PROFESSIONAL DEVELOPMENT

**Takes responsibility for the enhancement of his or her own professional knowledge and career path**

- + Sets realistic and achievable goals in personal career planning
- + Enhances professional resiliency by developing professional relationships through networking
- + Identifies and acts on opportunities to expand career knowledge and options
- + Avoids conflict of interest and demonstrates concern for business ethics

## DATA SYSTEMS MANAGEMENT

### **Demonstrates competence with using technology, numbers and measures to achieve business goals**

- + Selects the most effective and appropriate statistical method for business data analysis
- + Demonstrates the ability to select and apply a range of mathematical techniques and solve business problems using quantitative data
- + Identifies and uses the most suitable and reliable software application for tasks
- + Adapts quickly to new or business-specific tools and software applications

## FINANCIAL DECISION-MAKING

### **Demonstrates an aptitude for analyzing and interpreting complex business documents**

- + Has the ability to interpret and understand business documents and synthesize both qualitative and quantitative data to analyze and recommend financial decisions
- + Uses accounting tools for planning, controlling and decision-making functions and demonstrates an ability to apply core accounting concepts and processes
- + Makes decisions that support the profitability of the business
- + Applies economic principles to analyze corporate problems

## MARKETING ACUMEN

### **Demonstrates an understanding of the fundamental principles of marketing and the ability to use theory, concepts and tools to make marketing decisions and recommendations**

- + Demonstrates an understanding of marketing theory, concepts and tools to make and defend key marketing decisions
- + Demonstrates the ability to develop a marketing strategy and segment and/or SWOT analysis
- + Demonstrates an understanding of the factors affecting consumer demand and methods of satisfying it
- + Understands market structure, product selection, distribution, promotion, pricing and market research

## ORGANIZATIONAL AWARENESS

### **Understands organizational structures, how decisions are made and the impact and implications of decisions**

- + Demonstrates an awareness of organizational culture
- + Demonstrates an understanding and appreciation of differences that may exist between individuals in perceptions, values and work attitudes
- + Examines the behaviour of individuals, groups and organizations from an organizational design perspective
- + Demonstrates awareness and management of various legal risks from the common law and legislation

## TRIPLE-BOTTOM-LINE THINKING

### **Understands the expanded spectrum of values and criteria for measuring organizational success on social, ecological and economic dimensions**

- + Demonstrates an awareness of organizational culture
- + Demonstrates an understanding and appreciation of differences that may exist between individuals in perceptions, values and work attitudes
- + Examines the behaviour of individuals, groups and organizations from an organizational design perspective
- + Demonstrates awareness and management of various legal risks from the common law and legislation

## INTERNATIONAL FOCUS

### **Demonstrates an awareness of international business and multicultural workplaces and relationships**

- + Interacts with others in a way that demonstrates awareness and sensitivity to differing international and cultural business practices
- + Reflects an understanding of globalization through recommendations and decisions
- + Demonstrates an understanding of the challenges of operating a business in an international marketplace